

COUNTY NAME:

TUOLUMNE

CalWORKs County Plan Addendum

Date Submitted to California Department of Social Services:

Prepared By:

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I hereby certify that County Board of Supervisors was briefed regarding the contents of this Plan addendum prior to submittal.


County Welfare Director's
Signature

Kent Skellenger
Printed Name

12/27/2006
Briefing Date

This plan addendum is submitted pursuant to Welfare and Institutions Code Section 10534.

1) County Goals

After reviewing the county's existing CalWORKs County Plan, please provide a general description of how the county will meet the goals defined in Welfare and Institutions (W&I) Code Section 10540, while taking into consideration the work participation requirements of the federal Deficit Reduction Act of 2005.

The goals of W&I Code Section 10540 are the following:

- 1) Reduce child poverty in the State;
- 2) Reduce dependence of needy parents on government benefits by promoting job preparation, work, and marriage; reduce out-of-wedlock births; and encourage the formation and maintenance of two-parent families;
- 3) Meet the requirements of federal law while avoiding unanticipated outcomes that negatively affect child well-being, the demand for county general assistance, or the number of families affected by domestic violence.

A. General description of how the county will meet the goals of W&I Code 10540

Tuolumne County recognizes the families currently being served often have multiple co-occurring barriers to employment. We will meet the goals of W&I Code 10540 and reduce the number of families dependent on public assistance using a multi-disciplinary team approach to assessment and case management. The community and partnering agencies will serve as an integral part of the development of individualized Welfare to Work Plans and services which will result in leading families to self-sufficiency. To accomplish these goals, the following objectives are planned:

1. Tuolumne County currently has restructured its CalWORKs Eligibility Intake process to support early engagement by combining Voluntary Welfare-to-Work (WTW) Orientation/Appraisal and eligibility determinations. Employment and resource information will be provided to all applicants; and, for those who are CalWORKs eligible and mandatory WTW participants, we will immediately engage newly granted clients into the WTW program. In addition, at annual CalWORKs redetermination appointments, those clients who have had a financial sanction due to non-compliance with WTW requirements will be invited to re-engage in the program, cure their sanction, and restore benefits to the families.
2. We will focus on early assessment of barriers prior to placement in Job Readiness Activities. This includes an evaluation of the need for supportive services, such as assuring that child care services are in place prior to a WTW activity start date. Addressing the clients' supportive services needs early in the process allows quicker program engagement.
3. Tuolumne County Department of Social Services (TCDSS) is in the process of developing contracts with Tuolumne County Public Health and our local Domestic Abuse resource agency to develop a Home Visit and mentoring program for early identification of mental health, substance abuse, or domestic abuse barriers to employment. In addition we currently contract with County Mental Health and our Primary Care Clinic psychiatrists to provide Learning Disability Evaluation and recommendation for accommodations. Identification of these issues in the beginning of the application process will result in greater access to services that may enhance the opportunities of participants to quickly become successfully employed. In addition, these services may increase

the chances of participants to maintain gainful employment and job/career advancement opportunities.

4. We will adopt an "Earn and Learn" strategy along with the "Work First" philosophy combining educational and employment activities targeted to the individual. Tuolumne County has recently revised the Community Service/Work Experience Program offering structured training opportunities throughout the county. This provides each participant with the ability to establish recent work history as well as a job reference for future job opportunities. Targeted Worksite Development focusing on jobs more likely to provide individualized training will likely result in higher earnings, employment growth and advancement opportunities. In addition, Tuolumne County works closely with the local Community College and Mother Lode Job Training (WIA) agencies to place participants in work study or On the Job Training opportunities as they become available.
5. Specialized caseloads have been developed to target individuals who have been sanctioned or who have a chronic medical exemption to encourage participants to engage in appropriate services to meet program requirements. Sanctioned individuals are contacted on a regular basis by experienced case managers to re-engage them in the program, cure the sanction, and restore benefits to the families. Those participants with ongoing chronic medical exemptions may be assisted with the SSI application process.
6. We will develop program tracking protocols to ensure that the goals and objectives of the program are being met. We will use the measures developed for Pay for Performance (P4P). Staff Performance Standards will be explored to support ongoing successful client engagement and to gauge how we are meeting program goals. Staff Development Training will be revised and updated to include new regulations and be provided minimally on an annual basis to DSS staff and partnering agencies.

2) Participation Improvement

Please describe what immediate and long-range actions the county will take to improve the federal work participation rate (WPR) among CalWORKs applicants and recipients. At a minimum, describe how the county will address increased participation in the areas listed below. When responding, provide a detailed description of the policy or strategy in each program area, the anticipated outcome that will result in program improvements, the percentage of families affected, and how success will be determined. Please note that if a county is already using a particular strategy that is successful, a description of that strategy is sufficient.

B. Providing up-front engagement activities

Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy). Example: A county describes a new policy to engage recipients in orientation and appraisal within one week of application.

During the past six months, Tuolumne County Welfare to Work Case Managers and CalWORKs Eligibility Staff have met as a workgroup to develop new policies and strategies that will result in: a)

quickly engaging WTW clients with a "Work First" approach, b) maintaining WTW participation at required levels, c) reducing "lag time" between the time a client is granted aid and the time clients are enrolled in WTW activities, and d) re-engaging sanctioned individuals into the program. The strategies developed in these workgroups include the following:

- 1) In January of 2007, Tuolumne County will begin a new strategy that will involve coordinating the CalWORKs Eligibility Intake with the Voluntary WTW Orientation/Appraisal. CalWORKs eligibility workers and WTW case managers will provide information that is more responsive to the client needs and deliver the "Work First" message from the onset of the CalWORKs application process. Although WTW participation is not mandatory until CalWORKs is granted, inviting applicants to engage in the program during the application process may result in early identification of barriers and referral to appropriate services. Even if the applicant is not granted CalWORKs, the resources provided at that time may prevent the applicant from requesting CalWORKs in the future.
- 2) An Improved Upfront Engagement Strategy has been developed along with the combined eligibility determination and WTW Orientation/Appraisal process. WTW staff search the WTW data system weekly for newly granted CalWORKs cases. Clients are immediately contacted by telephone to schedule an Orientation/Appraisal appointment at the earliest possible time if they have not already completed the process. If/when the client cannot be contacted by telephone, an appointment letter is immediately mailed, scheduling an Orientation/Appraisal appointment with 10 days. It is anticipated that this new strategy will increase the Orientation/Appraisal attendance rate from approximately **25% To 75%**. This approach will be refined further to fit in with the strategy listed in 1) above.
- 3) WTW staff will complete a Minimum Basic Assessment (MBA) beginning with the combined Intake and WTW process described in 1) above, to better identify barriers to employment, possible WTW exemptions, and supportive services needs. Immediate placement into the most appropriate and most motivating activity for the client will result from this MBA once the application is granted.
- 4) We will revise our Assessment policy, breaking it into two phases. Phase I will be completed during the initial WTW Orientation and Appraisal and is the MBA. Phase II involves a more in-depth Assessment. Phase II includes specialized evaluations to identify clients functioning at a low cognitive level, and enhances our service to the population that may be experiencing Learning Disabilities, as well as other areas. Clients who do not obtain employment at the completion of job search and job readiness activities will be referred to Phase II Assessment.
- 5) Job Readiness activities and workshops will operate in an Open Entry/Open Exit service delivery mode. The Job Club Workshops will be expanded to include life skills and parenting skills training and are currently held in-house. The time "waiting to enter an activity" will be greatly reduced by this service delivery mode and incentives for perfect attendance will be given to participants along with other incentives for specific benchmarks achieved.
- 6) Tuolumne County has recently assigned all sanctioned cases to specialized workers. These clients are contacted on a monthly basis by letter, phone, and/or home visit. In addition, all CalWORKs applicants who have had a previous sanction are seen by a WTW specialized case worker at intake and all clients scheduled for redetermination with a current sanction are also seen by the specialized case worker. Tuolumne County has already realized a significant increase in the re-engagement of participants into the WTW program with this new strategy.

What are the anticipated effects and percentage of families affected monthly? Example: The county describes how recipients are expected to have welfare-to-work (WTW) plans developed sooner and includes how much sooner, what percentage of the county's WTW caseload will be impacted, etc.

Tuolumne County will be able to introduce the WTW "Work First/Earn and Learn" message to the client in a positive manner from the beginning by integrating the CalWORKs eligibility Intake and WTW processes. We will determine needed services such as mental or physical health problems, substance abuse, learning disabilities, or other barriers to employment. We will also concentrate on determining what supportive services needs will assist in early client engagement to the program. This will help to prepare the client to enter WTW more quickly. Engagement of the client in the path toward self-sufficiency is more likely when the client is better prepared from the onset. In instances when the client is not eligible for cash assistance, this involvement will provide them with needed information that may help them stay off assistance, yet receive the resources needed for their family.

Completing an Appraisal and MBA at the beginning of the CalWORKs Intake process creates better flexibility, allowing WTW case managers to assign clients to a full range of appropriate WTW activities, for those clients who are granted cash assistance. Providing Open Entry/Open Exit Work Experience and Job Readiness programs will assure WTW clients will not wait to begin participating in WTW Job Readiness activities.

Revising the Assessment process is expected to expand the program options from the onset. We will engage clients in the development of relevant, appropriate WTW Plans. The client is more likely to participate and achieve success when they are committed, prepared, and fully informed of the services available to assist with reaching the goal of self-sufficiency. It is anticipated these new strategies will have a positive effect on at least 50% of All Families engaged in this process over the next three years and beyond.

How will success be determined (quantitative and qualitative assessment of effects)? Example: The county describes the percentage by which the earlier engagement policy will increase the county's federal WPR and State participation levels, the percentage by which a reduction in sanctions will increase the county's federal WPR and its State participation levels, etc., by year, over three years (beginning with this year). The county also describes how early engagement will result in better identification of barriers to employment, better identification of exemptions, etc. (including percentages as appropriate). If the county cannot identify the percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below.

The impact will be described in Section H.

C. Achieving full engagement by individuals who are required to participate, and who are partially participating, not participating, or are between activities

Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy). Example: The county describes a new policy to work with recipients up front to identify community service areas in which they have specific personal interest (such as volunteering at a local nonprofit) that could be utilized to increase participation in federally allowable activities when recipients are in between activities or need additional hours to meet the 32-/35-hour weekly participation requirement.

New up-front strategies were described above. It has been observed that many WTW program participants are able to find employment quickly, however, are often unable to retain employment even after completing vocational education training. The "Earn and Learn" approach to job readiness has been successful for client job retention as seen recently combining educational components with work experience activities. When participants are unable to find paid employment or work study assignments or are unable to meet their hours, an unpaid Work Experience or Community Service site is developed focusing on the client employment goal. The following is a general description of other Post-Assessment strategies that will result in an improved WPR.

1) Community Service Program/Work Experience (CSP/WEX)

Case Managers engage participants in the process of developing an appropriate worksite which focuses on the client employment goal. Participants are engaged in the hiring practices of the non-profit organization including the application and interview. New employee orientation is provided and specialized training objectives are developed. The case manager meets with the client and work site supervisor monthly to monitor the progress of the client. Employers are encouraged to invite participants to apply for any jobs that may become available during the course of this assignment. This program has successfully engaged a number of participants and resulted in enhancing the chances for employment and advancement opportunities.

2) Job Readiness (Open Entry/Open Exit).

Job Club Workshops are currently provided in house for WTW program participants. The current program is a two week workshop that includes information on applications, resumes, interviewing skills, employer expectations, career exploration, and self-esteem building exercises. Tuolumne County plans to increase this workshop and expand the topics to include parenting, balancing family and work obligations, promoting positive relationships, budgeting and money management, nutrition, time management, work place cultures, and communication skills. It is anticipated that the additional workshops will provide "soft skills" and life skills training that will promote positive coping skills and support job retention.

3) Subsidized Employment.

Tuolumne County intends to increase collaborative efforts with local community colleges and Work Force Investment (WIA) programs to provide more opportunities for program participants to be placed in subsidized employment. Social Services staff are members of the local Community College Advisory and Workforce Investment Boards. They meet regularly to plan for the needs of the community and program participants. Tuolumne County will work with these and other programs to develop more opportunities for Work Study, WIA Funded Work Experience, and WIA Funded On-the-Job Training (OJT) placements.

4) Targeted Job Development.

Key WTW staff will be identified to work with local employers to target jobs that offer higher earnings and greater opportunities for advancement on an individualized basis for our WTW clients. Targeted Job Development will be available to WTW clients at any time within their WTW program participation requirement timeframes.

What are the anticipated effects and percentage of families affected monthly? Example: The county describes how the policy benefits recipients and specifies the percent of WTW enrollees who are not participating in activities and the percent who are not fully participating that will become fully engaged in activities that meet federal and State participation requirements (separated by meeting federal and State requirements).

The current program components and proposed enhancements will provide an opportunity to better prepare our clients for work by teaching them how to function in the work place as well as teaching them how to successfully manage their households. Individualized WTW plans developed with the participant will assure that clients are fully engaged in appropriate WTW activities that will meet their employment goals and supportive service needs.

Our current state sanction/non-compliance rate is **35%**. We will improve our WPR to a minimum of 50% for All Families and 90% for Two-Parents, and decrease our sanction/non-compliance rate by **5-15% over the next three years**.

How will success be determined (quantitative and qualitative assessment of effects)? Example: The county describes the percent by which the county's federal WPR and State participation level will be increased by full engagement of partially participating recipients and non-participating recipients. The county describes the percent increase for each group of recipients, separately, by year, over three years (beginning with this year). If the county cannot identify the percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below.

See Section H.

D. Providing activities to encourage participation and to prevent families from going into sanction status

Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy). Example: A county describes a new strategy that after an instance of noncompliance, individuals will meet with a worker who specializes in identifying and resolving barriers to nonparticipation (substance abuse, child care problems, etc.) and will work with individuals to develop strategies to maintain participation.

1) Tuolumne County will focus on communicating the benefits of the WTW Program and early identification of barriers to client participation with a Multi-Disciplinary Approach, as stated earlier. Utilizing the professional skills of Public Health Nurses trained in Substance Abuse, Mental Health and medical conditions as well as trained Domestic Abuse Counselors should enhance the ability to identify these and other barriers early in the application process as well as at any time a participant fails to meet satisfactory progress in their activities. Home Visits will bring services to the participant in the event transportation or child care barriers may exist that would prevent successful participation. Clients will be encouraged and directed to resources to meet those needs to enhance their chances of participating in more traditional services.

2) Marketing the benefits of the WTW Program to clients at application and arranging for necessary supportive services will enable clients to engage in program activities early in the CalWORKs process. Information such as program requirements and supportive services, income disregards and the net income available to employed households, information regarding the benefits of the Work Opportunity and Tax Credit Program, as well as the link between education and increased earning

potential will increase the likelihood of early engagement in the program as well as promote client success and avoid non-compliance issues.

- 3) Providing Open Entry/Open Exit Job Readiness Workshops with expanded topics will provide more flexibility and encourage participation by WTW participants. Incentives for attendance and other benchmarks will model earning rewards in the workplace when displaying appropriate work behaviors.
- 4) Providing regular, ongoing training for department staff as well as partnering agencies will encourage collaborative efforts to fully engage clients to meet program requirements and at the same time improve the quality of communication between the client and agency staff. The training will focus on identification of client barriers, building effective client interaction, strength-based case management practices, and developing effective WTW Plans. In-service training for partnering agencies will increase communication and collaborative efforts to ensure clients are receiving adequate services and meeting full participation requirements. This will reduce the number of clients that are in non-compliance or sanction status.
- 5) Two experienced WTW case managers are assigned to work exclusively with sanctioned clients to assist in resolving the non-participation barriers, re-engage in appropriate program activities, cure the sanction, and restore benefits to the family.
- 6) The Department of Social Services (DSS) is currently refining our contract with the Kings View Behavioral Health Services for Mental Health and Substance Abuse assessment and treatment services. In addition, we are developing contracts with Tuolumne County Public Health and Mountain Women's Resource Center (our local domestic abuse service provider) to provide mental health, substance abuse, and domestic abuse services to CalWORKs recipients. Early access to these services will ensure clients with these issues are served quickly thus increasing their chances for success in the program and meeting their employment goals. At such time that the client is deemed unemployable, service provider professionals may assist with the SSI application process.

What are the anticipated effects and percentage of families affected monthly? Example: The county describes how recipients will benefit from the new policy and identifies the percentage by which the county's sanction rate will be reduced.

With this new service model, program participants will benefit by having early access to services and building positive interaction with case managers and service providers from the beginning of the process. Home Visits by the Multi-disciplinary Team may identify significant client barriers more readily and as a result clients will be able to engage in program activities more quickly. The case manager will work closely with clients to assign them to relevant activities and supportive services designed to meet their program and employment goals. While the ability to respond quickly to a client's needs seems simple, it is our experience that it is a key element to success.

Currently, **35%** of our All Families clients are in WTW sanction or non-compliance. We believe this percentage can be reduced by working to prevent non-compliance from occurring on one hand, and having a case manager work exclusively with those entering the non-compliance process.

How will success be determined (quantitative and qualitative assessment of effects)? Example: The county describes the percent by which sanction prevention will increase the county's federal WPR and State participation levels, by year, over three years (beginning with this year). The county also describes how it will measure the benefits to recipients in terms of barrier removal services. If the county cannot identify the

percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below.

See Section H.

E. Reengaging noncompliant or sanctioned individuals

Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy). Example: A county describes a home visiting program that focuses on re-engaging sanctioned recipients in WTW and removing barriers to participation.

In addition to the strategies described in Section D above, we will utilize the following:

- 1) The Multi-disciplinary Team will meet on a regular basis to staff specific cases and coordinate services for clients. Key participants will include WTW Case Managers, Public Health Nurses, MWRC DV Counselors, and County Mental Health Counselors. Other participants that may be invited to attend are Child Protective Services Social Workers, Special Investigative Unit (SIU) Staff, Infant Child Enrichment Services (ICES) the local Resource and Referral for Child Care Services, and CalWORKs Eligibility Workers. The Team is designed to provide a forum to discuss and strategize action plans to assist in engaging or re-engaging clients into appropriate WTW activities with the client and their family's success in mind.
- 2) WTW Case Managers will focus their case management strategies on increased client contact by phone and in person. It is our experience that the more contact case managers have with the client, the more chances of their success by coaching, mentoring, or identify barriers to employment. Referrals to other services necessary to identify and resolve barriers to participation will also increase client success.
- 3) An increase in the number of Home Visits and Work Experience and training Site Visits by case managers will ensure clients are keeping on track and meeting satisfactory progress in their program activities.
- 4) As a strategy to reduce the client no-show or low-show rates to assigned WTW activities, Tuolumne County will ensure that necessary supportive services and "back up plans" are in place, i.e. alternative plans when primary means of child care or transportation are not available, prior to the expectation of participation in the WTW activity. An effective collaboration with the local Resource and Referral agency (ICES) is in place to assist parents to obtain child care.
- 5) Additional services include Learning Disability assessment and evaluation by therapists at Tuolumne General Wellness Clinic, Domestic Abuse counseling and life skills training provided by Mountain Women's Resource Center staff, Mental Health and Substance Abuse assessment, treatment, and counseling provided by Kings View Behavior Health Services and Tuolumne County Public Health, vocational assessment and training provided by Columbia Community College and Sonora High Regional Occupation Program, employment services provided by Mother Lode Job Training Agency (WIA), GED Prep, Parenting Classes, and Job Skills Training provided by Amador Tuolumne Community Action Agency (ATCAA) and other services provided by local Community and Faith based organizations.

What are the anticipated effects and percentage of families affected monthly? Example: The county describes the percentage by which its sanction rate will be reduced, the percentage of sanctioned individuals that may be identified as meeting a WTW exemption, etc. The county also describes how identification of barriers and the provision of services will assist the family in meeting WTW requirements and achieving self-sufficiency.

As stated earlier, our goal is to reduce our sanctioned/non-compliance rate from 5% - 15% over a three year period. Designated WTW Case Managers are assigned to work closely with all sanctioned individuals to identify the following:

- The percentage of the current client population requiring mental health/substance abuse and domestic abuse services. With this group, our objective is to connect them to and encourage participation in, the appropriate services. A percentage of this group may be assisted with the SSI application process.
- The percentage of clients who do not understand why they are in sanction and what is required to prevent or end the sanction. With this group, we work to ensure that they thoroughly understand what they are required to do in WTW, and re-connect with their WTW case manager.
- The number of clients requiring evaluations to determine their literacy level and to design WTW Plans and refer to services that are more successful with the clients.

Tuolumne County recognizes that a small percentage of recipients who continue to be reluctant to participate. We will continue to contact this small group regularly, attempting to encourage WTW participation by marketing the benefits of program compliance.

How will success be determined (quantitative and qualitative assessment of effects)? Example: The county describes the percentage by which a reduction in its sanction rate will increase the county's federal WPR and its State work participation levels, by year, over three years (beginning with this year), and how the county will measure the benefits to recipients in terms of barrier removal services. If the county cannot identify the percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below.

See Section H.

F. Other activities designed to increase the county's federal WPR?

Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy):

Tuolumne County is making a number of changes to improve client services and increase the WPR. The changes are:

- Changing our staffing approach to how we serve WTW clients;
- Revising previously discussed strategies to enhance the client early engagement and re-engagement strategies;

- Expanding services available to our clients by use of existing community resources and by development of new resources for our WTW clients;
- Meeting on a regular basis with partnering agencies and department staff to inform them of client progress and to strategize issues that may arise;
- Analyzing current data and reports to improve the capturing and reporting of client activities and participation

Former Recipients in Post-Retention Plans

In order to encourage post-retention individuals to retain employment, the county will provide up to 3 months of post-retention services to employed former recipients who are no longer receiving CalWORKs cash assistance.

STAFFING

- 1) Collaborative efforts are being made to bridge the resources and services provided by CalWORKs Eligibility and WTW staff
 - Integration of CalWORKs Intake and WTW Orientation/Appraisal appointments. Integrated CalWORKs Intake and WTW Appraisal appointments provide a better opportunity to ensure that WTW information is delivered from the moment the client applies for cash assistance.
 - Regular monthly structured meetings with CalWORKs Eligibility and WTW Staff provide better communication regarding integrated services and a general discussion regarding the WPR statistics.
 - Specialized key staff are assigned to targeted groups, e.g. a case manager to work with the non-compliant/sanctioned population and exemption case load.
- 2) Tuolumne County will be providing more training and more information to WTW and CalWORKs eligibility staff including mental health, substance abuse, and domestic abuse training on an annual basis.
 - The WTW30 Monthly report is routed to all WTW and CalWORKs Eligibility staff to raise awareness about the importance of the WPR.

PROGRAM

Improving strategies to engage and re-engage participants:

- Development of a Voluntary two-phase Assessment process will allow greater flexibility regarding assignment of clients to a broader range of WTW activities. Phase I completion will occur at the point of Voluntary Orientation/Appraisal.
- Expanding Job Readiness activities to clients to include life skills training and Work Experience components. These additional activities will assist clients in becoming more work ready by developing skills to manage home and work obligations.

Community Resources:

- Participate in local job fairs, business expos and other community venues to better develop our relationship with local employers;
- Explore collaboration with local attorneys who may be willing to assist participants with low-level legal issues;
- Expand Work Study opportunities at the local Community College; and
- Collaborate with Mother Lode Job Training Agency (WIA) to place and monitor job ready clients in subsidized On the Job Training sites.

What are the anticipated effects and percentage of families affected monthly?

We anticipate that the implemented changes will result in meeting the WPRs of 50% and 90%. We also anticipate that the changes described herein will have a long-term, positive impact on All Families, resulting in their self-sufficiency.

How will success be determined (quantitative or qualitative assessment of effects)?

See Section H.

G. Please provide a description of how the county will collaborate with local agencies, including, but not limited to, local workforce investment boards, community colleges, universities, adult schools and regional occupational centers/programs that provide activities that meet federal work participation requirements and provide participants with skills that will help them achieve long-term self-sufficiency. For each individual agency, responses should include elements such as how information is shared or will be shared, ongoing or planned contracts, ongoing meetings established, etc.

Description of policy(ies) or strategy(ies) that will result in program improvement (identify whether this is a new policy/strategy, a current policy/strategy that will continue to be promoted, or an expansion of, or revision to, current policy/strategy). Example: The county describes how it will collaborate with local community colleges to expand the availability of short-term vocational educational programs and increase the number of work study placements for recipients.

The following is a list of the various agencies with whom we currently collaborate:

OneStop partners meetings (Job Connection Tuolumne (WIA), Employment Development Department [EDD], and Veterans Administration (VA))

- Quarterly meetings with Job Connection Tuolumne and the WTW Program Manager
- Regular Workforce Investment Board (WIB) at the Job Connection Tuolumne with local employers, community college and High School ROP representatives, ATCAA Community Action Agency staff, and other agency staff.
- Veterans Administration provides Income and Health benefits, substance abuse and vocational rehab, legal assistance and college tuitions for family members

These meetings provide an opportunity for staff to share information regarding jobs, resources and other information that will help provide services to clients and other OneStop users. The meetings also allows staff to generate ideas regarding improved ways to manage OneStop and to better serve clients.

Local Community Colleges and Vocational Training Facilities

Yosemite Community College District:

Columbia Community College and Modesto Junior College

- Columbia Community College CalWORKs coordinator attends quarterly meeting at WTW staff meetings.
- WTW Program Manager and an Employment and Training Worker III case manager serve on CalWORKs and Extended Opportunity Programs and Services (EOPS) Advisory Board which meets on a quarterly basis at the Columbia Community College campus.
- The Community College Coordinator plans to work with the WTW Program Manager to develop a more streamlined process to track attendance and progress of students enrolled in college classes.

In the future, the goal is to develop more work study sites, and on-site supervised study opportunities.

Sonora High School:

Regional Occupation Program

Provides short term vocational training programs to high school students and adults at low cost. The WTW Program Manager meets with the Dean of Instruction on an annual basis. Staff are invited to WTW staff meetings to inform WTW case managers of the training available to enrollees and the referral process.

Adult Education

Provides GED preparation and High School Continuation Programs

Tuolumne County Departments

- We collaborate and/or contract for services with:
 - Kings View Behavioral Health provides Mental Health/Substance Abuse assessment and treatment services
 - Public Health [PH] provides Mental and Physical Health\Substance Abuse assessment and treatment
 - Tuolumne General Hospital provides Learning Disability Evaluation and recommendations by their Licensed Psychologists on staff
 - Mountain Women's Resource Center (MWRC) provides Domestic Abuse assessment and treatment
 - Child Protective Services [CPS] provides Reunification and Family Maintenance services
 - Child Support Services provides paternity, support collections and other health insurance coverage services
 - Sheriff Department provides expedited LiveScan/clearance process for employment and other

work placement

Tuolumne County Victim Witness Program provides assistance to victims of crime and domestic abuse.

Community Based Organizations (CBO)

Amador-Tuolumne Community Action Agency (ATCAA) Family Learning Centers to provide GED Prep, family and parenting skills training, Job Skills training, HEAP Utility Assistance, Housing/Temporary Shelter, and Food Bank services.

Central Sierra Planning Council provides housing which includes Section VIII and First Time Home Buyers Programs

Disability Resource Agency for Independent Living (DRAIL) provides assistance to disabled including SSI applications

Faith Based Organizations (FBO)

Salvation Army to provide REACH utility assistance and medication vouchers

Interfaith to provide food, clothing, and shower/bathing facilities

Red Church Thrift Store provides clothing and household items

DORCUS (A service through the Seventh Day Adventist Church) provides clothing and household items

Child Care Resource and Referral Services

Infant Child Enrichment Services (ICES) to provide resource and referral services and child care reimbursement for Stages II and III.

Social Security Administration (SSA)

- Annual meetings with SSA representative and WTW Program Manager help to maintain a smooth flow of information between the agencies regarding WTW clients applying for SSI.

What are the anticipated effects and percentage of families affected monthly? Example: The county describes how recipients will benefit through increased availability of vocational education and work study programs in terms of obtaining skills needed to obtain employment that will lead to self-sufficiency, increasing recipients' income while on aid, increasing the percentage of recipients participating in federally allowable activities, etc.

With the collaboration between the county and local community organizations, participants will benefit through increased availability of Vocational Education and Work Study programs, employment opportunities that will lead to self sufficiency, increasing recipients' income while on aid, and increasing the percentage of recipients participating in federally allowable activities.

How will success be determined (quantitative and qualitative assessment of effects)? Example: The county describes the percentage by which the county's federal WPR and its State participation levels will increase by year over three years (beginning with this year). The county also describes the amount by which a recipient's annual earnings are expected to increase, the number of families that will leave aid due to employment annually, etc. If the county cannot identify the percentage increase to its WPR for an individual policy/strategy because of overlap with another policy/strategy, the WPR impact can be combined with other strategies in Section H below.

See Section H.

3) Plan to measure quarterly progress

Please describe how the county will measure the extent to which cumulative policies or strategies in the Plan addendum are successful, and how the county will measure progress on a quarterly basis (for example, participation rate of a specific population, sanction rate, orientation show rate, etc.). In addition, include the projected cumulative impact the county's policies or strategies will likely have on the county's federal work participation rate for each year of the next three years (for example, current rate of X will be increased to Y).

H. Plan to measure quarterly progress

Measures of quarterly progress:

Tuolumne county intends to use a variety of established data sources and performance measures, as well as "In-house" data tracking to determine program success and to ensure our WPR goals are attained.

SOURCES OF MEASUREMENT

Established Data Sources

- WTW 25 and WTW 25A (Detail Reports)
- WTW 30
- Formulas established for Pay for Performance (P4P), as described in CDSS ACL No. 06-42
- WTW system reports, to monitor and evaluate WTW case manager caseloads, e.g. Case Management Journals and Universal Engagement Reports.

In-House Tracking/Data Processes

- Appraisal/Assessment Tracking Report
- Universal Engagement Tracking Report
- Job Readiness and Assessment Attendance Reports
- Exemption Tracking Reports
- Non-Compliance Sanction Reason and Outcome Tracking Report
- Client monthly Time Sheets

Tuolumne County is considered a small county with limited funding and resources and therefore establishing tracking processes for each strategy outlined in this Addendum is challenging. Our target goals are:

- WPR for All Families, 50%

We will use the information obtained from the WTW 30 Report to determine if we attain this goal.

- WPR for Two-Parent Families, 90%

We will use the information obtained from the WTW 30 Report to determine if we attain this goal.

- Appraisal Attendance Rate of 65% - 70%

We will use our Appraisal/Attendance Tracking Report to determine if we attain this goal.

- Complete an MBA within 90 days of Temporary Assistance for Needy Families (TANF)/CalWORKs approval/granting

We will use our Appraisal/Assessment Tracking Report and the WTW system Universal Engagement Report to determine if we attain this goal.

- Reduce sanction/non-compliance rate by 5-15% over the next three year period

We will use the WTW 25 and WTW 25A Reports and the Non-Compliance Reason and Outcome Report to track progress.

In summary, as the new strategies as described above are implemented, Tuolumne County anticipates a cumulative increase of 9%-15% WPR for All Families in Welfare to Work activities over the next three years.

4) Funding

Describe how the county has spent and plans to utilize single allocation and other funding for the county's CalWORKs program. This section will help explain to county and State stakeholders how increased funding will be used.

Program Component	Fiscal Year 2005-06 Actual Expenditures	Fiscal Year 2006-07 Budgeted Amount	Description of how additional funding provided in Fiscal Year 2006-07 will be used
CalWORKs Eligibility Administration	936,975	610,602	No Additional Funding
WTW Employment Services	815,858	1,382,958	Although there is an increase in Employment Services in the single allocation, it is likely funds will be used to offset CalWORKs Eligibility administration.

CalWORKs Child Care	242,525	241,526	No Additional Funding
Cal-Learn	25,883	25,146	No Additional Funding
CalWORKs Funded Mental Health Services	192,034	191,431	No Additional Funding
CalWORKs Funded Substance Abuse Services	71,183	209,415	The increased amount represents a restored amount from FY 04/05 allocation amounts. This additional funding will be used for existing and new Mental Health and Substance Abuse Services